

19 September 1978

Summation of DCI Expected Initiatives in the Personnel Policy Area

I. Career Management

a. Establishment of meaningful written career patterns to help the employee chart his future.

b. Publication of a pamphlet outlining the personnel policies of the Agency. (This is supposedly under way, but I certainly want to check it before publication. Normally it should be a compilation of policies that are extant and approved by the DCI, but in our case, and this time, it probably will establish new policies.)

c. Establishment of a meaningful career counseling capability.

1. Career counselors are too senior today in many cases to communicate well with their subordinates.

2. Individual supervisors, it seems to me, take too little responsibility and interest in their subordinates.

d. We must develop a subspecialty category for non-managers, at least in NFAC and DDO.

II Management Training

a. We apparently have a lot of management courses. Nonetheless the majority of employees think we're bad at management in general--not just personnel matters. The question is: Are the courses any good; are they given at the right times; are there enough attendees?

III Promotions

a. Absolutely clear that the fitness report form must be scrapped.

b. In order to begin to put some teeth into it and keep everyone from being graded high, there should be a comparative evaluation required, e.g., "Of the seven GS-14s I have marked in this period, this individual is number 3."

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c. There should be a grading factor on the individual's ability to manage people (when applicable).

d. There should be a specific comment on equal opportunity responsiveness.

e. The grading factor should be explicit and uniform rather than written in by the rater.

f. It may be well to have the comment section filled out by hand to reduce the volume.

g. We need further standardization of the promotion panel system. The move should be away from predominate influence and control by immediate supervisors. The panel should be impartial and able to operate primarily on the basis of the records.

This would probably mean the abolition of many of the present subdivisions for promotion. A single panel in DDA, for instance, could promote communicators, logisticians and others. They would not be in competition with each other. They would simply be governed by the terms of reference for the panel as to how many communicators, how many logisticians, etc., to promote. But one impartial panel would service almost the whole directorate. It would have representation on it from the different areas of expertise.

h. There should be more publicity, more visibility on the overall promotion system.

i. The numbers of people to be promoted each year should be promulgated before the beginning of the fiscal year--perhaps several years in advance--thus permitting the younger people to understand what their opportunities are going to be.

j. There should be more visibility to minority data in the promotion system.

k. There should be more visibility to the projected percentage opportunity for promotion.

IV. Assignments

a. Perhaps there should be a requirement that in order to qualify for supergrade one must have served outside his directorate; this to be phased in over three or four years.

b. Greater emphasis on and more formalized intra-directorate rotations.

c. Is our present system of allowing the employee to state his preference for his next assignment adequate?

d. Are we giving out enough information about what opportunities are available to the employee?

e. Should we make most of the reports officers working for DDO overseas NFAC people in order to give them exposure to their countries of expertise?

f. We must establish some system where within each directorate there is an individual responsible for guarding the interests of the employee's career. At present it is generally the case that the assignments are made by people who are responsible for current performance of their units. Clearly there is a conflict of interest here in assigning people who will best enable the supervisor to turn in a good current performance, and assigning people where it will enable them to pursue their career best. There should be some agent representing the individual employee who has ultimate authority over the assignments. He would, in the DDO for instance, decide whether the employee was going to go on an overseas assignment, a staff assignment, or an area division assignment, or a CONUS assignment outside of the DDO. The individual would then be made available to the people operating each of those areas for specific assignment to a position.

g. We need to ensure Agency-wide announcements or advertising of positions that are open. The Director of Personnel and DDA need some control over this process so that divisions don't fill all their jobs with their preferred people without giving new opportunity to better qualified people from other divisions.

h. We need a thorough review of the husband/wife situation and whether we can do anything more to help here.

i. We should do away with "walking the halls." Approach greater pre-planning of people's moves--a sense of responsibility to manage the career of the individual.

j. A greater visibility to the whole process.

V. Other

a. Need to determine for each directorate a flow-through policy. How much are we going to let the system stagnate, or force people out so that there will be a promotion opportunity? This differs widely with different directorates and divisions. In some there should also be a positive policy for lateral entry, e.g., NFAC.

b. Probably need some form of a personnel newsletter like the DDA Exchange.

c. Need to ensure there's a system for periodic review of whether we are recruiting and training for the types of skills we're going to need in the future rather than the past.

1. Need to look carefully at the recruiting process overall.

2. The time until acceptance is far too long.

3. Need more visibility on the college campuses-- getting our light out from under the bushel.

4. Specifically tailoring our approach to obtaining minorities and special skills such as economic and technical.

d. Ensure that fitness reports are available only to authorized people.

e. Have some centralized authority that ensures that fitness reports are turned in on time.

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